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AUTOMATION MANAGEMENT STUDY, DIRECTOR OF ARMY AUTOMATION (DAA).(U)
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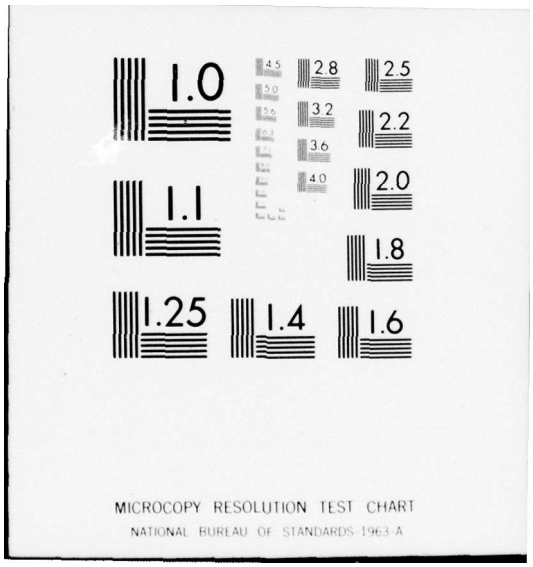
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DEPARTMENT OF THE ARMY
OFFICE OF THE CHIEF OF STAFF
WASHINGTON, D.C. 20310

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25 FEB 1977

DACS-DMS

MEMORANDUM FOR HEADS OF ARMY STAFF AGENCIES

SUBJECT: Automation Management Study Report

1. PURPOSE. To provide final version of subject report (inclosure) to Army Staff agencies prior to the 2 March 1977 SELCOM decision briefing on the Director, Army Automation (DAA) concept.

2. REFERENCES.

a. CSM 76-5-45, dated 19 August 1976, subject: Automation Management Study.

b. Memorandum for Heads of Army Staff Agencies, DACS-DMS, dated 5 November 1976, subject: Automation Management Study Report.

c. Memorandum for Heads of Army Staff Agencies, DACS-DMS, dated 21 January 1977, subject: Automation Management Study Report (Amended).

3. DISCUSSION.

a. Reference 1a established a study group to develop the charter and implementing documents for a central manager of Army Automation in OCSA. Reference 1b and 1c staffed interim versions of the study group's report.

b. All Army Staff agencies concurred in the amended report. All MACOMs concurred with the DAA concept following clarification of resource management issues and agreement that MACOMs will be involved in decisions affecting changes in MACOM automation responsibilities.

c. The final report includes staffing comments, agreements reached with MACOMs, and editorial revisions.

20. (Continued)

cont. Mission of the DAA is to manage automation by establishing automation policy, developing comprehensive, integrated automation plans, exercizing broad resource management responsibilities, and evaluating the execution of plans and programs to employ automation technology within the Army.

Army automation encompasses computer-based systems which support management or mission functions, are configured for operations in combat or special environments, or are embedded within combat weapons systems.

Operational functions associated with the life cycle management of automated systems will be decentralized to Army Staff agencies and major commands.

Three new organizational structures to support the DAA are the Automation Management Offices, the Army Automation Steering Committee, and the Army Command and Control Management Structure.

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20. ABSTRACT *(Continue on reverse side if necessary and identify by block number)*

The Automation Management Study was a 7-month study effort which produced the Charter and implementing documents for the central manager of Army Automation, the Director of Army Automation (DAA). The DAA organizationally and functionally replaced the Director, Management Information Systems, Office Chief of Staff Army. → next page

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DACS-DMS
SUBJECT: Automation Management Study Report

4. RESPONSIBILITIES. The Director of Management will present a decision briefing on the DAA concept to the SELCOM on 2 March 1977.

BY DIRECTION OF THE CHIEF OF STAFF:

Thomas M. McClelland

THOMAS M. McCLELLAND
Colonel, GS
Assistant to the Director
of the Army Staff

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CF:
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MD, OCSA
PAED, OCSA
MISD, OCSA
BMDPO, OCSA
DDAS(SAC)
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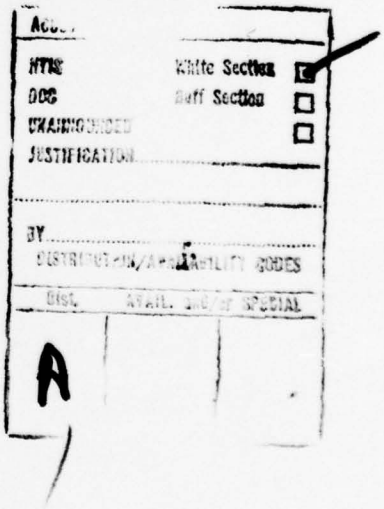

AUTOMATION MANAGEMENT STUDY

(DIRECTOR OF ARMY AUTOMATION)

Management Directorate
Office, Chief of Staff
HQDA, Washington, D.C.
25 February 1977

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ILLUSTRATIONS

FIGURE

FOREWORD

In August 1976 the VCSA tasked Management Directorate, OCSA, to develop the charter and implementing documents for the central manager of Army automation in the Office of the Chief of Staff. An Automation Management Study Group composed of representatives from MD, OCSA (Chairman), ODCSPER, OACSI, ODCSOPS, ODCSLOG, ODCSRDA, OCA, and MISD, OCSA was formed to accomplish this task.

The term "Army automation" is used in a restrictive sense to describe computer resources that are used by automated systems whose primary purpose is to process data or information in support of management or mission functions; automated systems configured to operate in specialized environments; and combat weapons systems which have embedded computers.

The Automation Management Study Report consists of three sections: (1) an introduction providing the definition, problems, and background of Army automation and the study's methodology and findings; (2) the charter for the Director of Army Automation (DAA) describing DAA mission, principal functions, operations, and management concepts; and (3) implementing documents which explain the Army Staff management structure for the DAA, establish an Army Automation Steering Committee (AASC), and assign responsibilities for implementing the DAA concept.

A glossary of acronyms and abbreviations used in this report is appended. Abbreviations that are widely used and understood (e.g., ODCSOPS) were excluded from the glossary.

I. INTRODUCTION

1. General. This section of the report contains definitions; outlines the complexity of the automation problem; summarizes the history of top level (OCSA) automation management in the Army; describes the basic study methodology; and presents study group findings.

2. Definitions.

a. Army Automation. Army automation encompasses computer resources that are developed, operated, managed, or supported by Army elements regardless of design, application, capacity, configuration, cost, functional or organizational proponent, user, or source of funding. Computer resources include the totality of computer equipment, computer programs, computer data, technical and functional documentation, and associated contractual services and arrangements, personnel, supplies, facilities, and funds. Automated systems (systems using computer resources) are classified into several categories as follows:

(1) Automated systems whose primary purpose is to process data or information in support of management or mission functions, generally characterized by fixed base, general purpose, commercially available equipment. Specifically:

(a) Strategic command, control, communications, and intelligence systems.

(b) Management information, business, and office systems.

(c) Scientific and engineering, modeling, simulation, process control, test equipment, and security and surveillance systems.

(d) Computer aided instruction systems.

(2) Automated systems which are configured for operations in special environments, e.g., Corps area. These systems can use general purpose or "designed to military specifications" equipment and software and are transportable.

(a) Tactical command, control, communications, and intelligence systems.

(b) Tactical management, personnel, and logistics systems.

(3) Combat weapons systems which have embedded computers. This category includes the test equipment and training devices designed especially for use with a weapons system and embedded microprocessors used for control functions.

b. Functional Proponent. The HQDA Staff agency responsible for the functional area in which automation is used, to include the use of automation to support the function performed.

c. Computer. A device capable of accepting and storing data or elements of information, executing a systematic sequence of logic operations on that data/information through a stored program (software or firmware), and producing control or information outputs.

3. The Problem. Army automation is a complex issue. Diverse automation components exist within the organization--weapons systems, command and control systems, business and management information systems, intelligence systems, and communications systems. The management of these components is fragmented. The end product of automation, information for decision or control of operations, is theoretically a reflection of the Army's functional requirements. In reality, however, requirements sometimes are not well defined or translated into the computer environment, thus causing problems in both automation and functional domains. Technological advances such as the introduction of minicomputers and microprocessors, the convergence of computers and communications, and the trend towards using commercial versus militarized equipment on the battlefield present both opportunities and potential problems. Army automation is also influenced by the external policies and interests of Congress, OMB, GSA, GAO, OSD, JCS, and OSA. The widespread use of automation in all functional areas and the diversity of external influences indicate that a new management structure is needed to synthesize automation policy, plans, and resource management with the goals of (1) ensuring that automated systems are supportive, complementary, and appropriately integrated and (2) focusing and balancing automated systems towards wartime as well as peacetime requirements.

4. Background.

a. 1963-1975.

(1) Top level (OCSA) management of automation began in 1963 when the Office of the Special Assistant to the Chief of Staff for Army Information and Data Systems (AIDS) was created. It raised the automatic data processing-management information systems (ADP-MIS) function to the Chief of Staff level; established disciplined development procedures for major ADP-MIS projects; and provided centralized control for ADP equipment acquisition. AIDS jurisdiction, however, excluded many headquarters and command sponsored projects as well as command and control, communications, weapons, and intelligence systems.

(2) The 1967 Army Staff reorganization established the Management Information Systems Directorate (MISD) in OCSA to provide automated MIS in response to commanders' and managers' requirements and gave the Comptroller of the Army authority as the senior Army Staff policy official for ADP and the responsibility for all ADP hardware, software, training, and career management. At the same time, the U.S. Army Management Systems Support Agency (USAMSSA) was established as the data processing installation (DPI) to support the DA Staff.

(3) Because of the organizational split in the ADP-MIS function between MISD and the Comptroller and because of the increasing complexities involved in automated information management, a Study of Management Information Systems Support (SOMISS) was conducted in 1968. Major SOMISS recommendations implemented were:

(a) Transfer of authority for ADP hardware, software, training, and career management from the Comptroller to MISD.

(b) Establishment of Information Systems Offices (ISOs) in the Army Staff agencies and Management Information Systems Offices (MISOs) in the field commands to act as the single responsible ADP-MIS element for their organizations.

(c) Assignment of the responsibility to the Staff agencies for management of systems designed to meet their requirements.

(d) Assignment of the U.S. Army Computer Systems Support and Evaluation Command (USACSSEC), to MISD as a Class II activity. The command was redesignated in the 1974 Army Staff reorganization as the U.S. Army Computer Systems Support and Evaluation Agency (USACSSEA). It is responsible for evaluating and acquiring commercial computer equipment.

(e) Establishment of the U.S. Army Systems Development Command (USASDC), designated in 1969 the U.S. Army Computer Systems Command (USACSC), as the central design agency for multicommand MIS.

(4) SOMISS recommendations established centralized management of the ADP-MIS function, a disciplined approach to MIS development, and a visible, authoritative ADP-MIS management structure through the placement of MISD in OCSA and ISOs/MISOs in Staff and field organizations. However, the SOMISS provided only limited control through AR 18-1 for policy formulation, planning, and resource management for automation in command and control, weapons, intelligence, and communications systems.

(5) SOMISS concepts remain the framework for today's top level management of Army automation. The Army reorganized its MACOM structure in 1973 and the Army Staff in 1974, but neither of these events resulted in significant changes to top level automation management.

b. 1975-1976.

(1) Events during the last two years have highlighted the facts that:

(a) Army automation extends beyond the scope of the ADP-MIS function.

(b) There is no central organizational authority for the management of Army automation.

(2) In late 1975 a series of reviews was scheduled to provide an intensive examination of the direction and purpose of the totality of Army automation. The Tactical Automation Appraisal (TAA), held at HQ, TRADOC in July 1976, focused high level attention on automated tactical command and control and the lack of a focal point on the Army Staff to coordinate automation matters.

(3) Concurrently, external decisions are influencing the trend towards the central management of automation. The House Appropriations Committee Report on the FY 77 DOD Appropriation Bill, 8 June 1976, proposed that a single office for automation be created in each Defense component to avoid unproductive overlap, gaps, or duplication of effort. Recent OSD policies established a management methodology for computer resources in major defense systems and extended the definition of computer systems to include automation components of weapons, command and control, communications, business, process control, and scientific and engineering systems.

5. Study Methodology. The VCSA directed the study group to establish the charter and implementing documents for the central manager of Army automation to be organizationally located in OCSA. The group focused on establishing an appropriate division of responsibilities between the DAA and functional proponents on the Army Staff and the interrelationships between the DAA and policy-making agencies external to the Army. A basic objective was to create the framework for automation management within which the DAA and functional proponents can work together. An underlying theme throughout the study was the suitable field elements to support the DAA; however, the overall organization and structure for such elements were not considered in depth. The basic study methodology included:

a. Interviewing senior decisionmakers and action officers from the Army Staff and representatives of development agencies concerning their organization, functions, and responsibilities related to automation.

b. Discussing automation management and organization with the U.S. Air Force and U.S. Marine Corps.

c. Receiving extensive briefings from MISD, OCSA, concerning its organization, functions, and responsibilities.

d. Analyzing regulations, directives, studies, and staff decision papers pertaining to automation.

6. Findings. The study identified six major problem areas in Army automation (management, organization, technology, interoperability, requirements and doctrine, and management processes).

a. Management.

(1) Automation policy responsibilities are fragmented and duplicated. Army Staff agencies or elements which develop automation policy or make decisions that affect such policy include the following organizations in the areas indicated:

(a) MISD, OCSA--MIS and commercial ADPE for all systems.

(b) ODCSOPS (TC)--Communications systems.

(c) OACSI--Intelligence systems.

(d) MISD, OCSA; ODCSRDA; and OACSI--Security and surveillance systems.

(e) ODCSOPS (TC and RQ)--Requirements for command and control systems; combat weapons systems.

(f) ODCSRDA--Development for command and control systems; combat weapon systems.

(2) Automation planning by functional proponents is incomplete and not appropriately integrated.

Specifically.

(a) MIS--AMIS Master Plan is primarily after-the-fact monitorship and not directive.

(b) Strategic/Tactical Intelligence--No integrated automation plan exists for strategic and tactical intelligence.

(c) Strategic Command and Control--There is no current DA master plan; WWMCCS Objective and Management Plan is current but general.

(d) Tactical Command and Control--ATACCOMAP is not directive and does not include the full range of information systems which must be integrated with command and control.

(e) Communications--Master plans do not always include the latest automated systems communications requirements.

Generally.

(a) There has been no previous attempt to develop a comprehensive automation plan to tie together and direct the automation components of major Army systems.

(b) The overall effect of command unique systems developed below HQDA approval thresholds (to include their requirements for communications support) highlights the need for more rigorous, coordinated planning.

(3) Automation resources are not clearly defined or controlled during the PPBS cycle.

(a) Automation resources are scattered throughout approximately 700 program elements and among most of the 15 major appropriations.

(b) Automation resources in aggregations of major programs, program elements, and subelements are not uniformly displayed in all appropriations.

(c) The totality of automation resources is not clearly visible through normal PPBS reviews and documents.

(d) The MISD, OCSA annual Automation Memorandum Budget has been primarily an accounting of Army automation resources in the ADP-MIS area. The management mechanisms to incorporate automation components identified in recent ASD(C) guidance (e.g., weapons systems, communications systems) are not completely developed.

b. Organization.

(1) Functional proponents in OSD and OSA provide their Army Staff counterparts guidance and directives which contain automation policy that is not integrated into overall Army automation policy. Specifically:

(a) ASD(I&L) and ASA(I&L) to ODCSLOG and ODCSRDA.

(b) DTACCS to ODCSOPS and ODCSRDA.

(c) ASD(C) and ASA(FM) to MISD, OCSA.

(d) DDR&E and ASA(R&D) to ODCSRDA.

(e) ASD(I), DIA, and NSA to OACSI.

(f) JCS to ODCSOPS.

(g) DCA to ODCSOPS.

(2) MISD, OCSA:

(a) Is a central manager for commercial ADPE and MIS.

(b) Performs some operational ADP-MIS functions.

(3) The current Army Staff committee structure provides no high level forum to discuss and resolve issues pertaining to automation management.

(4) The ISO/MISO concept and structure established by the SOMISS are applicable only for the ADP-MIS function.

c. Technology. Army automation management must adapt to rapidly changing computer technology. For example, management must shift its focus to take advantage of minicomputers and microprocessors and to acknowledge the complexities involved in using commercial computers on the battlefield. At the same time, automation management must balance the requirement to recognize and exploit technological opportunities with the requirement to stabilize a base of tried and proven technology for operational systems. The problem is one of introducing new technology without introuducing destabilizing conditions that prevent achievement of operational systems.

d. Interoperability. (The ability to exchange data or information among systems regardless of technical or functional differences). There is a requirement to define:

(1) The functional and technical interface requirements of Army and Joint automated systems throughout their development. These include tactical systems (TOS, TACFIRE, ASACAC, etc.), business MIS (personnel, logistics, finance), TACMIS (CS3, CAR, DAS3, IBM 360/40 Mobile Corps Reconfiguration, National Guard/Reserve Mobile UNIVAC 1005 system), and strategic (Joint) applications (WWMCCS, GAMO, TACS/TADS, national intelligence).

(2) Peacetime and wartime automated information needs at Army Staff and command echelons.

(3) Interfaces between US automated systems and allied nations' systems.

(4) Communications support and systems needed to operate computer-based information systems.

e. Requirements and Doctrine.

(1) There is a need to identify wartime requirements for automated systems.

(2) Definition and discipline problems exist in the formulation of requirements and doctrine for automated systems.

(3) Comprehensive Army doctrine for command and control is needed to guide the development of automated systems.

f. Management Processes.

(1) Life cycle management.

(a) The multiple regulations existing for life cycle management cause unnecessary complications and confusion, e.g.:

- AR 18-1: Management Information Systems Policies, Objectives, Procedures and Responsibilities.

- AR 1000-1: Service Organizations, Basic Policies for Acquisition by the Department of the Army.

- AR 235-5: Industrialized Activities and Labor Relations, Management of Resources; Commercial and Industrial Type Functions.

- AR 70-1: Research and Development, Army Research, Development and Acquisition.

- AR 71 series: Force Development.

- AR 105-22: Communications-Electronics, Telecommunications Requirements Planning, Development and Processing.

- AR 700-127: Logistics, Integrated Logistics Support.

- DA Pam 11-25: Life Cycle Management Model for Army Systems.

(b) The separate development processes for automated systems, e.g. AR 18-1 and AR 1000-1, complicate the examination of possible equipment or systems tradeoffs or alternatives.

(2) Fragmented and duplicative software, hardware, and systems development and acquisition responsibilities exist among commands and agencies, e.g., USACSC, USACSSEA, USACC, INSCOM, DARCOM, TRADOC, and FORSCOM.

(3) More rigorous standards for similar automated systems are needed to include software, data elements and codes, documentation, and programing languages.

II. DAA CHARTER

1. General. This section of the report presents the DAA's scope, mission, functions, and concept of operations. Concept papers on the DAA's role in automation policy, planning, and resource management are included as well as a concept paper concerning the Army Staff and field substructure needed to support the DAA.

2. Scope. The DAA's authority and responsibility for Army automation extends to all computer resources. The DAA manages Army automation through policy, planning, and broad resource guidance. Because of the dynamics of automation, DAA management emphasis will vary among systems as a function of Army requirements and the need to adapt to emerging computer technology. In the life cycle management of systems, the DAA exerts direction and authority during the early stages and the functional proponents are primarily responsible for the remaining stages. However, the DAA has the authority to evaluate systems at critical points in their development, e.g., before the system is bought or fielded. The DAA has the responsibility and authority to assure that resources are used effectively, automation efforts are appropriately integrated, and that individual activities are conducted according to Army plans and policy. The DAA works through and with the Army Staff and supporting committee structure to orchestrate the overall Army automation program.

3. Mission. To manage Army automation by establishing automation policy; developing comprehensive, integrated automation plans; exercising broad resource management responsibilities; and evaluating the execution of plans and programs to employ automation technology within the Army.

4. Principal functions.

a. Is the principal advisor to CSA and VCSA on all matters pertaining to automation.

b. Serves as:

(1) Principal Army automation focal point.

(2) Chairman of the Army Automation Steering Committee (AASC).

(3) A full time voting member of the Program Guidance Review Committee (PGRC) and the Budget Review Committee (BRC).

(4) A special member of the Research Development and Acquisition Committee (RDAC) and Army Systems Acquisition Review Council/In Process Review (ASARC/IPR) when Army automation issues are involved.

(5) A member of the Army Staff Council, Strategy and Planning Committee, and boards and committees which have an impact on automation, e.g., the Electronic Warfare Board.

(6) A member of the Army Command and Control Steering Committee.

(7) Proponent for regulations governing automation policies and procedures.

(8) The policy developer for the Automation Management Office (AMO) structure and functions.

(9) Technical advisor to the DCSPER for the ADP Officer Specialty Career Field, the Civilian ADP Career Program, and warrant officer and enlisted ADP-related MOSs.

(10) Head of Procuring Activity for USACSSEA.

c. Formulates and disseminates broad automation policy based on overall Army policies and goals as well as policy established by external organizations.

d. Develops a balanced plan for Army automation in conjunction with functional proponents.

e. As Functional Program Director for Army automation, influences automation through the PPBS cycle by--

(1) Establishing automation goals and objectives consistent with the overall Army goals to provide a baseline for planning.

(2) Providing inputs to PA&ED, OCSA for the automation portion of the Army Planning and Programing Guidance Memorandum (APPGM) in coordination with appropriation, program, and program element directors.

(3) Assisting functional proponents in preparing plans and programs in response to the automation portion of the APPGM.

(4) Reviewing and evaluating Program Objective Memorandum (POM) submissions related to automation to identify gaps in plans and programs, isolate competing or duplicative efforts, recommend action to reallocate resources in coordination with functional proponents and appropriation directors, and assure that systems planning is integrated where appropriate.

(5) Providing automation budget requirements and guidance to appropriation and Five Year Defense Program (FYDP) program directors and monitoring automation resource expenditures.

(6) Preparing "memorandum" POMs and budgets.

f. Reviews and makes recommendations to the ASA(FM) regarding approval and disapproval of selected life cycle management documents and computer resource acquisitions at threshold levels geared towards OSA or OSD requirements.

g. Monitors and evaluates selected programs and systems as required.

h. Reviews selected computer resource procurements Army-wide for compliance with applicable regulations.

i. Monitors and ensures that action is taken on automation-related findings and recommendations noted by GAO, AAA, and IG reports. Provides information to AAA and TIG on automation matters to inspect or review.

j. Assigns, as necessary, executive agents for development of systems which overlap requirements of more than one proponent.

k. Ensures:

(1) Compliance with established objectives, policies, and procedures through Automation Appraisals.

(2) The development and publication of automation standards for automated systems, e.g., software, documentation, data elements and codes, and programing languages.

(3) That data communications requirements have been fully identified by the functional proponent and that communications and computer plans are appropriately integrated.

l. Maintains liaison with the computer industry, academia, and other government agencies to anticipate trends and technological developments and assess probable impact on Army policies and plans.

m. Exercises supervision and control over USAMSSA, USACSSEA, and USACSC.

5. Concept of operations. Basic concepts of operation for the DAA are described in the attached concept papers addressing policy formulation, planning, and resource management. The DAA's relationships with Army Staff agencies and committees and agencies external to the Army which influence Army automation are illustrated in Figure 1.

a. The illustration shows that "pure" automation guidance from external agencies flows directly to the DAA for translation into Army automation policy, planning, and resource management. The DAA transmits automation guidance to both staff and field elements through designated automation focal points and the Automation Management Office (AMO) structure, a revision of the current ISO concept to reflect the full scope of Army automation.

b. Guidance received by Army Staff agencies from functional counterparts in external agencies (predominantly OSD and OSA) that contains automation policy or direction is evaluated by the Staff agencies which then inform the DAA of the expected impact. The DAA either incorporates the guidance into Army automation policy and plans or, in coordination with the agency, negotiates with the originator to resolve differences.

c. The DAA chairs the Army Automation Steering Committee (AASC) and is a member of key Army Staff committees that are involved in automation resource planning and allocation and major system development and acquisition matters. The DAA will participate actively as the Army's automation spokesman in the Army Command and Control governing structure (e.g., the Army Command and Control Steering Committee (AC^2SC)) to assure integrated, cohesive systems planning.

d. DAA concept of operation involves continual, dynamic staff interaction among automation elements and the functional proponents they support. Each Army Staff agency's AMO interacts with the DAA on automation policy, planning, systems procedures, and resource issues. AMOs support their Staff agencies by applying DAA policy and guidelines to the agency's automation needs.

DAA
CONCEPT OF OPERATIONS

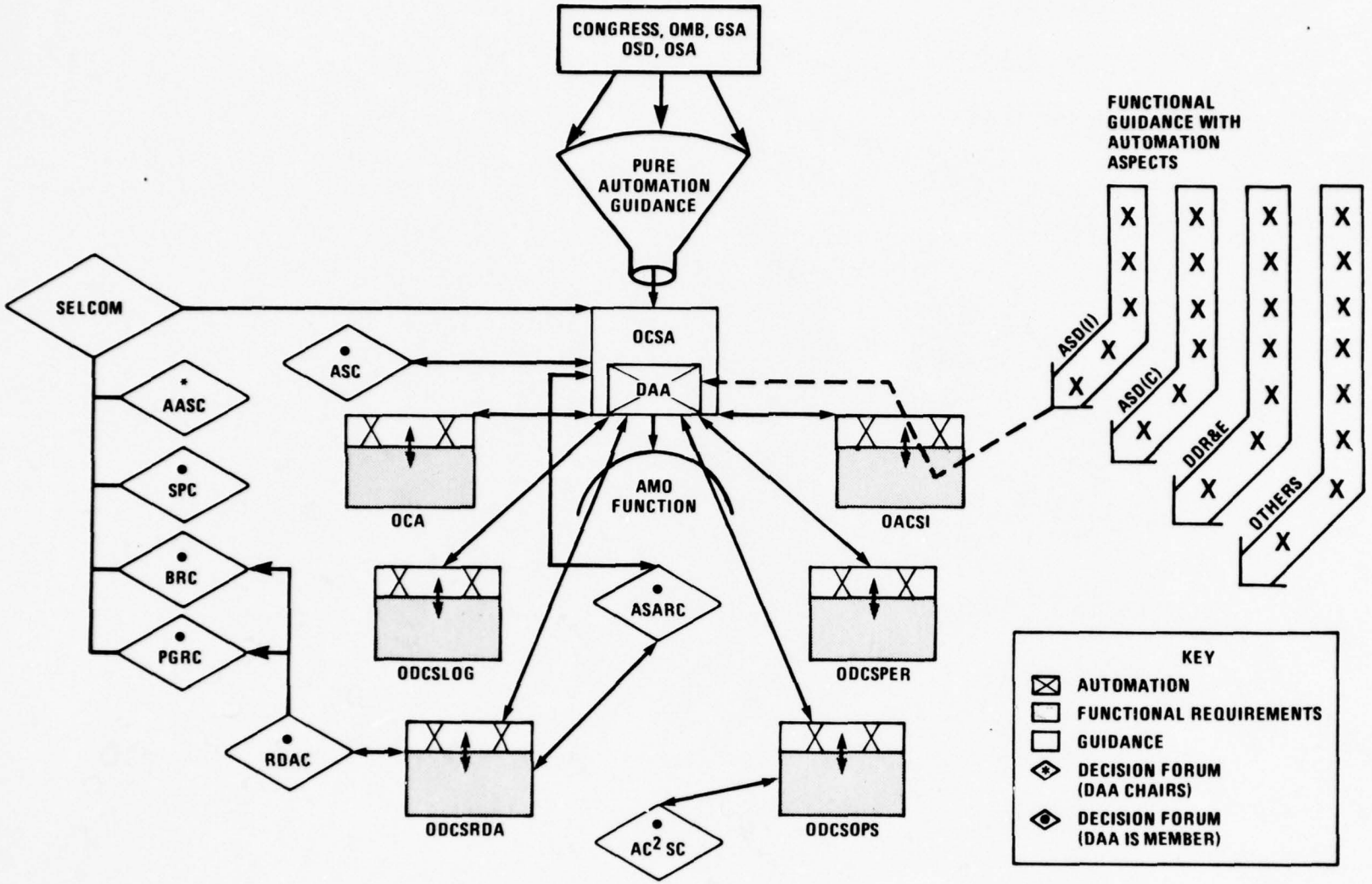


Figure 1.

CONCEPT PAPER

ARMY AUTOMATION POLICY FORMULATION

PURPOSE. To explain the formulation of Army-wide automation policy under the DAA.

FACTS.

1. The ASD(I&L) establishes policy for the management and control of computer resources in major defense systems (DOD Directive 5000.29).

2. The ASD(C) develops policy for the DOD ADP program under DOD Directive 5100.40.

3. DOD Directive 5100.30 establishes the Deputy Secretary of Defense as the Chairman of the WWMCCS Council which provides policy guidance for the development and operation of the WWMCCS (includes WWMCCS ADP).

4. The ASA(FM) is the Army's designated senior ADP policy official.

5. Functional proponents in OSD and OSA issue guidance and directives to Army Staff functional proponents which contain automation policy aspects.

CONCEPT.

1. The DAA is responsible for establishing Army-wide automation policy for all automated systems and is the Army Staff authority for granting policy exceptions which may be requested by functional proponents.

2. The DAA is the focal point for interaction with agencies external to the Army on automation policy. In this role, the DAA receives, analyzes, staffs, and implements "pure" automation policy guidance and directives that impact on the Army and interacts with all OSD and OSA proponents responsible for developing automation policy that affects the Army. DDR&E, ASD(I), or ASD(I&L), as examples, are regarded as automation policy officials along with ASD(C) and ASA(FM). This role of the DAA is not intended to alter the present relationships between the Army Staff functional proponents and OSD and OSA counterparts for policy matters. Instead, it seeks to integrate common automation guidance and directives from external sources into a single Army automation policy.

3. Automation policy contained in functional guidance and directives received by a proponent from a counterpart in an external agency is evaluated by the functional proponent who advises the DAA of the content and expected impact. The DAA either integrates such guidance into Army policy or, if there is an adverse impact, enters into a dialogue with the external agency (in conjunction with the functional proponent) to reconcile differences.

4. The DAA initiates action with the functional proponent to resolve conflicts between automation and functional policies.

5. Automation policy matters not resolved through normal staff processes are presented to the Army Automation Steering Committee and SELCOM (if required) for resolution.

6. The DAA is involved in all automation-related areas to ensure that comprehensive policy has been established and is revised as necessary.

CONCEPT PAPER

ARMY AUTOMATION PLANNING

PURPOSE. To explain the automation planning function of the DAA.

FACTS.

1. Automated systems are proliferating in the Army to serve separate, functional and technical purposes without overall centralized planning to produce balanced, integrated, and mutually supporting systems.

2. There is no comprehensive Army automation master plan.

3. Success in automation is dependent on rigorous, integrative planning.

4. Functional proponents are responsible for all aspects of their functional area.

5. Army Staff planning procedures and responsibilities are contained in:
(a) CSR 11-1, "The Planning, Programing, and Budgeting System," and
(b) CSR 11-5, "Staff Responsibilities and Relationships of FYDP Major Program/Program Element Directors."

CONCEPT.

1. The DAA performs automation planning within the framework specified by CSR 11-1.

2. CSR 11-5 will be revised to designate the DAA as the Functional Program Director for Army automation, thus replacing the current DMIS as the Functional Program Director for ADP-MIS. In this broader capacity, the DAA crosses mission responsibilities of major program directors and formulates automation objectives with emphasis on overall Army mission accomplishment in both wartime and peacetime.

3. The DAA communicates automation goals and objectives to the functional proponents in the form of automation guidance. The guidance reflects the compatibility of automation objectives with overall Army goals and considers the functional interrelationships of automated systems at all command echelons. A major goal of the DAA is to ensure the development and fielding of Army standard systems while minimizing the operation of command unique systems. Each major program director adapts his automation requirements to the larger context of Army automation. Automation guidance must be sufficiently cogent so that the functional proponent can accommodate or counter external guidance.

4. The functional proponent is responsible for preparing automation plans in accordance with DAA guidance. These plans are subsets of the proponent's overall functional plan. Since proponent planning is often driven by guidance external to the Army, the proponent may require assistance from the DAA in responding to such guidance when it contains automation aspects.

5. The DAA.

a. Reviews automation plans with the proponents and field elements to identify gaps, duplications, and deviations from policy or guidance.

b. Integrates proponent plans into an overall Army automation plan which emphasizes appropriate systems integration in both the functional and command structure.

c. Publishes a plan for automation to serve as a guide for actions and decisions during DAA and functional proponent participation in the PPBS cycle.

CONCEPT PAPER

DAA RESOURCE MANAGEMENT RESPONSIBILITIES

PURPOSE. To outline the role and responsibilities of the DAA in Army automation resource management.

FACTS.

1. Automation resources are scattered throughout approximately 700 program elements and among most of the 15 appropriations and are difficult to identify in the normal PPBS reviews and documents.

2. Identification of automation resources in appropriations and through aggregations of programs, program elements, and subelements is not uniformly accomplished.

3. MISD, OCSA currently prepares an annual automation memorandum budget to consolidate resource requirements in the ADP-MIS arena in its role as Functional Program Director for ADP-MIS. MISD also prepares an annual POM display, but this document does not provide the facility to track requirements from POM to FYDP to budget.

4. Revisions to the DOD Budget Guidance Manual in late 1976 require submission of cost and manpower reports associated with all computer systems within DOD regardless of use or application. Coverage includes computers used in weapons systems, command and control systems, tactical systems, communication systems, and automated test equipment, as well as computers used in R&D, logistics, and business-like applications.

CONCEPT.

1. As Functional Program Director for Army Automation, the DAA exercises management responsibility for automation resources (monies and personnel) within the framework of the current Army PPBS. The DAA manages automation as a logical entity that crosses functional lines to optimize and integrate automation initiatives. The DAA works through and with program and appropriation directors, managing automation resources by coordination and active participation in Army Staff committees dealing with resource approval and allocation. In accordance with CSR 11-5 the DAA will:

a. Establish, in coordination with appropriate appropriation, program, and program element directors, procedures needed to respond to OSD reporting requirements.

b. Maintain close coordination with applicable appropriation, program, and program element directors concerning functional program resource levels and planning, programing, and budgeting actions pertaining to changes in resource levels.

2. Resource management complements DAA planning and policy responsibilities. It provides the vehicle to influence implementation of balanced plans and compliance with policies. DAA resource management activity varies among systems as a function of cost, risk, visibility, life cycle stage, and whether the computer is the predominant component. Systems that are operating properly and require only maintenance support will receive much less scrutiny than developmental projects. Likewise, special purpose components of weapons systems (e.g., microprocessors) will normally receive far less attention than large general purpose systems that support multiple functions. Computer dominated systems (e.g., computers in large DPI's, TOS) will be managed more intensively than components of weapons and communications systems as discussed in paragraph 6. Resource management functions of the DAA include:

o Recommend automation guidance to PA&ED for inclusion in PPBS program guidance.

o Analyze automation program submissions to determine consistency with Army goals and whether costs justify projected benefits.

o Recommend approval, disapproval, deferral, or modification to program submissions to the AASC and PGRC.

o Coordinate program development for requirments that cross functional lines.

o Aggregate resource data for the entire automation program, analyze and compare individual program submissions, and recommend changes in resource levels to the AASC and other appropriate Army committees (e.g., BRC, PGRC, RDAC).

o Monitor automation expenditures through the budget cycle in conjunction with COA.

o Participate in high level forums (e.g., RDAC) considering approval of major systems when automation is involved.

o Process acquisition documents for automation components when ASA(FM) approval is required (functional proponents will process such documents at resource levels below ASA(FM) thresholds).

o Coordinate changes to automation resource levels in programs and budgets in response to OSD decisions with functional proponents and appropriation and program directors.

3. Programs and budgets prepared by the DAA will be "memorandum" in nature, i.e., they will be aggregations of data contained in the functional portions of programs and budgets. Their purpose is to present the overall program as an entity and to introduce formal accountability to accommodate

forecasting, auditing, and evaluating on a total program basis. These documents provide the mechanism for internal Army management on the automation program as well as satifying information requirements from higher authority.

4. The DAA is involved in resource management throughout all phases of the PPBS cycle but will focus predominantly on the programing phase when plans are specific enough for cost-benefit analysis and there is sufficient lead time to influence developmental efforts. Involvement in systems approval and validation processes will be extensive to assure adequacy of planning, consistency with Army objectives, and identification of total resource implications. When there is sufficient reason (e.g., high risk, unnecessary duplication of effort), the DAA will recommend action, in coordination with functional proponents and program and appropriation directors, to withhold approval or authority to commit or continue funds to a project. After a project is approved, the DAA provides management overview, but primary responsibility for development and life cycle management resides with the functional proponent or project manager. The DAA influences ongoing projects by surfacing problems, participating in forums leading to resource decisions, and processing requests for acquisition of automation resources at cost levels requiring ASA(FM) approval.

5. Throughout the life cycle of automated systems, the DAA audits computer resource costs and compares actual costs and performance with expectations. Where significant deviations are noted, the DAA initiates action to determine the cause. The DAA coordinates with the functional proponent to develop potential solutions to systems problems and presents alternatives to the AASC and other appropriate committees for decision when necessary.

6. To preclude potential conflict between the roles of the DAA and the functional proponents, project managers, and materiel developers, the following management concepts and procedures will apply to development of automation components of weapons and communications systems.

a. As a general rule, the DAA assists the Army Staff proponent, the materiel developer, and/or the project manager in managing computer resources as elements of major importance in weapons systems during all phases of life cycle development. More specifically, the DAA will:

(1) Review proposals and systems concepts (e.g., ROC documents) for systems requiring automation and participate in HQDA actions to validate the computer resource requirements and evaluate the efficacy and risk of proposed technical approaches. During this process the DAA assesses cost and resource estimates to surface total costs for the automation components and when appropriate proposes alternatives to management committees (e.g., RDAC or ASARC) based on resource or technological issues.

(2) Monitor on-going developmental efforts to remain abreast of technological advances (or difficulties) as well as opportunities for technology transfer to or from other automation efforts.

(3) Provide a representative to the DOD Management Steering Committee on Embedded Computer Resources.

(4) Provide representatives to task forces, study groups, or advisory groups convened to support developmental efforts when required to resolve automation issues.

(5) Review computer resource plans for weapons systems to assure adequate planning, identification of total resource implications, and compliance with policy.

(6) Participate in evaluation of systems at critical points in their development (e.g., ASARC deliberations at major milestones).

(7) Monitor testing of automated components of weapons systems.

b. DAA resource management efforts for embedded systems consist predominantly of validating resource requirements for new systems and monitoring resource expenditures and projections for systems under development through the automation programs and budgets. Direct involvement with resource management of on-going efforts is on an exception basis when the need is indicated in periodic reviews and evaluations. The DAA influences automation resources through coordination with Army Staff and field activities and through presentation of problems and alternatives to pertinent Army committees.

c. Changes in resource levels for embedded computer systems are coordinated through the RDAC where they will be evaluated within the context of the larger system.

7. To accommodate the DAA responsibility for management and formal accountability of automation resources throughout the PPBS cycle, the Army Management Structure (AMS) will be examined to determine the most practical way to identify and report automation resource requirements within the total resource management process.

8. To manage automation resources within the Army, the DAA plays a strong role early in the PPBS cycle and actively supports functional proponents as they compete for resources. DAA actions and influence points in the PPBS cycle are outlined in the attached action summary.

DAA PPBS - Related Actions

Influence Point	Timeframe	DAA Actions
a. Preliminary Army Planning and Programing Guidance Memorandum (PAPPGM).	September/October	o Prepares input for automation guidance for submission to PA&ED.
b. Army Materiel Plan (AMP) Reviews.	December	o Statement of automation materiel requirements in a pre-RDAC environment.
c. Army Planning and Programing Guidance Memorandum (APPGM).	February	o Refinement of guidance in PAPPGM. o Continuous dialogue with functional proponents concerning their automation requirements. o Interaction with PA&ED, OCSA, to lock in overall automation requirements with allocated OSD resources.
d. Interaction with appropriation directors.	March/April	o Assists functional proponents in obtaining resources for automation within overall DA automation guidance.
o Research, Development, and Acquisition Committee (RDAC).		o Participates in RDAC deliberations to ensure best allocation of resources for automation.
o DOMA Internal Review.		
o PGRC/SELCOM Review.		
e. Pre-POM, POM.	April/May	o Reviews automation portions of proponent POM submissions to ensure conformance with guidance and resolution of potential systems conflicts, gaps, or duplication of effort.

Influence Point	Timeframe	DAA Actions
		o Convenes AASC to resolve automation program problems. Presents alternatives to PGRC as required.
		o Prepares "memorandum" POM for Army automation.
f. OSD Issue Cycle	Summer	o Reviews issue papers with functional proponents for automation impacts and conducts further dialogue with external decisionmakers.
g. Program Decision Memorandum (PDM) and amended PDM.	August	o Highlights and recommends automation issues to CSA and SA.
h. Budget development.	August/September	o Formulates the automation annex to Army budget (memorandum budget).
		o Rejustifies and redefends resources.
		o Competes for additional resources made available by OSD.
		o Through the AASC, determines distribution of program/budget reductions in conjunction with COA.
		o Through the AASC, establishes automation fund levels to be held in reserve for release during budget execution in conjunction with COA.

Influence Point	Timeframe	DAA Actions
i. OSD/OMB budget reviews.	October/November	o In coordination with appropriation and major program directors, supports automation requirements and requests the requisite resources. o Recommends action to COA as required to reprogram automation resources among the functional proponents through interaction with functional proponents and appropriation directors. o Prioritizes through the AASC and defends requests for resources to satisfy unfunded automation requirements.
j. ASARC/DSARC Congressional testimony	Year-round	o Assists functional proponents with automation presentations before committees. o Ensures automation resources are accurately programed.

CONCEPT PAPER

SUBSTRUCTURE TO SUPPORT
THE DAA

PURPOSE. To discuss the substructure (echelons below OCSA on the Army Staff and in the field) to support the Director, Army Automation (DAA).

FACTS.

1. The DAA has overall authority and responsibility for Army-wide automation management.

2. Army-wide automation management involves policy formulation, master planning, and resource management for the automation aspects of the following major categories of systems:

a. Management information systems (MIS).

b. Command and control systems.

c. Intelligence systems.

d. Combat weapons systems.

e. Communications systems.

3. A formal structure currently exists for the management of MIS.

a. At HQDA, management of MIS systems is accomplished by MISD, OCSA in conjunction with the Information Systems Office(r) (ISO) established in each Army Staff agency.

b. At MACOMs and installations, MIS management is accomplished by the Management Information Systems Directorate/Office (MISD/MISO) structure. At two MACOMs (TRADOC and FORSCOM) management of MIS systems is accomplished through a structure parallel to the HQDA structure (e.g., MISD with an ISO office at each of the functional staff agencies). At two MACOMs (USAREUR and USAINSCOM) management of automation resources is accomplished through a structure similar to the Director, Army Automation concept (e.g., central manager acting as a focal point and coordinator for all automation matters within the command).

c. Resources and the totality of functions performed by each ISO/MISO vary according to the mission and requirements of the organization. Inclosure 1 depicts the current ISO/MISO structure together with the resources associated with each HQDA Staff agency ISO and MACOM MISO.

4. The management of command and control systems, intelligence systems, combat weapons systems, and communications systems indicates that:

a. Each of these systems is managed as a separate entity.

b. The methods, processes, and resources used to manage these systems vary according to the mission and structure of HODA Staff agencies, MACOMs, installations, and design and development agencies.

5. The current management structure has not fostered integrated policy formulation, planning, or interoperability among all categories of systems to include MIS.

CONCEPT.

1. Within each HODA Staff agency an automation management structure will be established to serve as that organization's automation focal point and manager. MACOM and installation commanders will establish focal point activities as necessary to interface with the HODA Staff functional proponents and the DAA. This Army-wide structure is designed to assist the HODA Staff agency, MACOM, installation, and DAA to most effectively manage Army automation. The Automation Management Office (AMO) will replace, organizationally and functionally, the HODA ISO and MACOM and installation MISD/MISO structures.

2. The precise organizational titles, structures, functions, and concept of operations will vary among and between HODA Staff agencies, MACOMs, and installations depending on the mission, the degree and variety of automated systems operating or under development, and the management philosophy of the individual agency or command. The ultimate goal of the Automation Management Office (AMO) structure at each command level is to bring together where practical into one organization the responsibility for automation functions now performed by a variety of offices/activities within each individual Staff agency, MACOM, or installation. This goal does not preclude MACOMs or installations from designating more than one focal point for automation based on a recognized need to separate responsibilities for more efficient operations nor does it infringe in any way upon the responsibilities now assigned to the functional proponents at all levels of command. The objective of the AMO structure is to ensure that an automation focal point(s) is available within each HODA Staff agency, MACOM, or installation to perform and/or coordinate the automation functions assigned that organization.

3. The key factor that separates the current ISO/MISO concept from the proposed AMO concept is the delegation, to HODA functional proponents from MISD, OCSA, of selected approval authorities in the areas of life cycle management and ADPE acquisition. Attached at inclosure 2 is a

comparison of the current ISO/MISO functions to the proposed AMO functions. These functions are by design broad in nature since the precise functions to be performed are unique to each AMO organization. The delegation of certain approval authorities to the HQDA functional proponents will alter to some degree the current relationships between HQDA, MACOMs, and installations concerning automation functions. The exact functions to be performed by Army Staff AMOs will dictate the detailed relationships between the DAA, HQDA AMOs, MACOM AMOs, and installation AMOs. Determining what these functions are as well as the resulting command relationships is a tasking assigned the DAA which is to be accomplished in coordination with each HQDA Staff functional proponent and MACOM on an individual basis. In general the AMO functions at each Army command level are as follows:

a. HQDA.

(1) DAA: Manage Army automation through the macro-level policy, master planning, and resource management responsibilities specified in the DAA charter and implementing documents. Recommend approval/disapproval to the ASA(FM) for selected life cycle management documents and computer resource acquisitions which are above the approval threshold level of MACOMs and HQDA Staff agencies.

(2) Army Staff AMO: Coordinate all automation activities within the agency and maintain continuous dialogue with the DAA and functional areas on policy, plans, resource issues, and actions which affect the agency's automation requirements. Exercise approval authority for life cycle management documents and computer resource acquisitions at threshold levels not requiring OSA/OSD approval.

b. AMO and automation focal points at echelons below HQDA: Precise functions will be determined when the AMO concept is extended beyond HQDA. These functions must accommodate both automation management within the MACOMs and responsive interaction with the DAA and HQDA functional proponents. Organizational placement and structure of the field AMOs and focal points will be determined by the MACOM/installation commanders.

4. Resource Implications.

a. DAA. Resources to establish the DAA and supporting staff will be derived from manpower spaces currently authorized the Management Informations Systems Directorate (MISD), OCSA, and staff support agency (SSA) and field operating agencies (FOA) of MISD.

(1) Immediate manpower requirements will be met through a partial consolidation of current functions within the current MISD, USACSSEA, and USACSC community. This inital action will eliminate certain overhead requirements now caused by the organizational fragmentation of functions and functions that do not contribute to accomplishment of the DAA mission.

(2) The completed implementation of the DAA concept, to include the follow-on tasking of the DAA to decentralize current operational functions from MISD and the OCSA tasking to determine field organizations necessary to better manage Army automation, may involve the reallocation of manpower within the current total MIS community. This subject is further discussed below:

(3) Near term organizational changes resulting from the DAA concept are graphically portrayed in the chart at inclosure 3.

b. HQDA Staff Agencies.

(1) Principal impact of the AMO concept on HQDA Staff agencies is delegation, to functional proponents from MISD, OCSA, of (a) approval authority for selected life cycle management activities and (b) approval authority for ADPE acquisitions at levels currently approved by MISD. Proponent agencies will increase management emphasis on:

(a) Improving the wartime effectiveness of their automated systems.

(b) Identifying data transmission impacts early in the requirements definition stage of automation projects.

(c) Defining functional interfaces within the agency and with other Staff agencies as appropriate.

(2) Determination of precise resource requirements for each HQDA Staff agency in establishing the AMO functions, responsibilities, authorities, and organization cannot be made until both the DAA and the various Staff proponents address those functions to be transferred from the current MISD and the implementation concept of the AMO activity within the total automation management structure. The dissimilarity between the various HQDA Staff proponents in terms of specific systems, quantity of systems, and purposes of various systems will require individual attention by the DAA with each Staff agency.

(3) Transition from the current HQDA ISO organization to the HQDA AMO structure can be accomplished using resources available within the agency. The AMO organizations will continue to perform those ISO functions now assigned while absorbing as many of the additional AMO functions identified above as resources will allow. It is recognized that for full implementation of the AMO concept additional resources will be required.

(4) Staff agencies that identify a requirement for additional resources will take action to satisfy the requirement through the currently established staff framework as follows:

(a) Upon identification of additional AMO resource requirements, the proponent will be required to assess this requirement against the relative priority of other internal activity to determine feasibility and/or impact of providing required resources from within current authorizations.

(b) If the proponent determines that additional resources are required from external sources, the requirement will be submitted to the Director of the Army Staff. The Director of Management (DM), OCSA, as executive agency for the DAS, will evaluate the proponent's requirement.

1. The DM will task the DAA to participate in evaluation of the requirement in terms of the professional/technical aspects expressed in the proponent-prepared justification. The DAA evaluation will address the propriety of the proponent expanded AMO responsibilities in terms of the DAA/AMO concept and the professional/technical resources required.

2. DM will then apply pertinent supervisory and/or clerical ratios and other current policy guidance pertaining to manpower to determine appropriate resources required vis-a-vis the proponent's request.

3. DM will then prepare, for DAS review and approval action, a "total package" for response to the proponent's request. This "package" will include an assessment of the ability to provide the resources, if determined to be necessary, and the impact of such action.

(c) In consideration of "downstream" developed additional resource requirements, full cognizance would be given to the potential resource savings identified as the result of ongoing DAA actions pertaining to transfers/elimination of current MISD functions and the determination of appropriate supporting field organizations. Should resource savings from these actions materialize, these resources can be applied to validated AMO requirements or to other priority requirements as determined by the DAS.

(d) In sum, no additional resources should be necessary for initial HQDA AMO establishment. Finite resource requirements will be determined as the full DAA/AMO concept is implemented--a mutual determination among proponents, DAA, and the DM/DAS. The chart at inclosure 3 depicts the DAA/AMO structure.

c. HQ MACOM.

(1) As discussed above, the structure at MACOMs reflects the mission assigned the MACOM and that commander's determination of resource application necessary to accomplish the totality of his mission. Basically, the uniqueness of the individual MACOM structure will remain the responsibility of the respective commanders.

(2) Extension of the DAA/AMO concept to the MACOMs is a necessary element of the total concept. Little if any change is expected in the automation functions to be performed at each MACOM and installation. The principal impact of the AMO concept is the decentralization of operational functions from MISD, OCSA, to the HODA Staff functional proponents with the resulting change in existing relationships between HODA and MACOMs and installations concerning automation functions. The determination of these exact relationships is a function of the precise duties to be performed by each HODA functional proponent. Establishment of the functional proponent duties as well as specifying the command relationships is a task assigned to the DAA.

(3) MACOM and installation automation management counterparts are expected to influence the totality of automation matters at the MACOM and installation in a manner similar to the DAA and AMO influence at HQDA. The AMO structure is expected to serve as the focal point for the accomplishment of operational and managerial automation functions. However, the organizational title(s), structure, and concept of operation to include relationships with the MACOM and installation functional staffs is a prerogative of each individual commander. It is recognized that the organization, mission, and functions of each MACOM and installation may be significantly unique to make it impractical to combine all automation functions into one office. Accordingly, it is the responsibility of each commander to determine how best to assign the AMO functions while ensuring that a focal point for each automation function and/or category is designated. The AMO structure is expected to assist the commander through emphasis on:

(a) Assessments, for the MACOM commander, of the practicality, workability, and mission effectiveness of computer aspects of all current and proposed automated systems.

(b) Economic analyses of computer aspects of automated systems.

(c) Participation in MACOM staff and committee processes addressing resource allocation matters.

(d) Ensuring interfaces between automation and telecommunications activities through close coordination with the MACOM communications-electronics staff office.

(4) As with resource implications in the HODA Staff agencies, MACOM transition from the MISO/ISO structure to the AMO structure can be accomplished using the present structure as the base.

(5) However, it is again recognized that "downstream" actions will identify additional AMO resource requirements for some MACOMs.

(a) As discussed in relation to HQDA Staff agency potential requirements, the MACOM would first be required to assess the relative internal priorities to determine feasibility of meeting requirements from within current total authorizations.

(b) Should the MACOM determine inability to meet the requirement, a request for additional resources will be forwarded to HQDA.

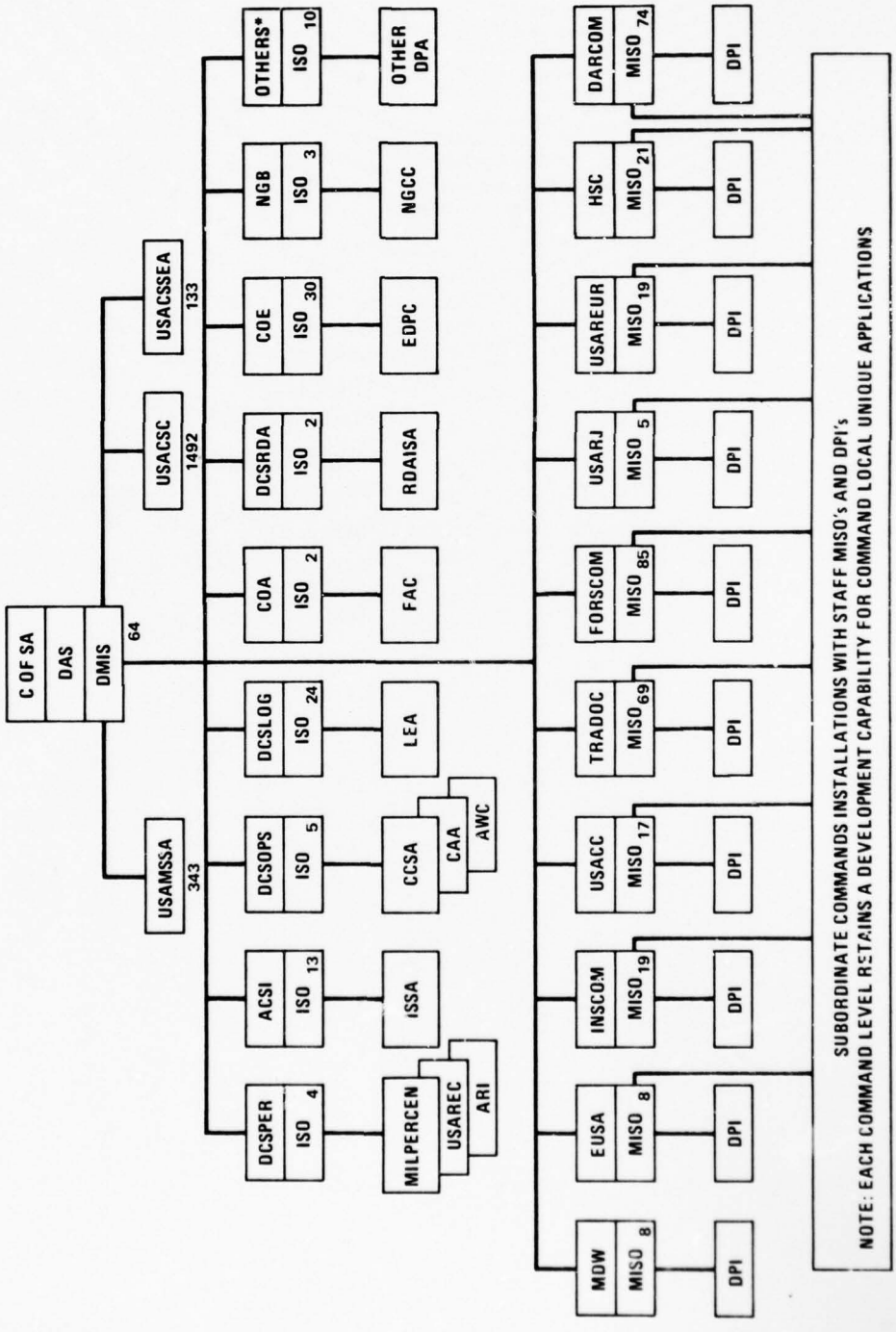
(1) ODCSOPS, DA, will task the DAA to assess the professional/technical aspects of the requirement.

(2) ODCSOPS, DA, will then prepare, for VCSA review and decision action, the "total package" pertaining to the MACOM request. Included will be an assessment of where required resources would be obtained and the impact of such action.

(3) Again, as discussed in relation to potential "downstream" requirements for HQDA Staff agencies, full consideration will be given to potential resource savings from ongoing DAA actions relative to transfers, eliminations, and field organization realignments.

(4) In sum, based upon information available to the Study Group, no additional resources are believed initially required to extend the basic AMO concept to MACOMs. The chart at inclosure 3 depicts this structure.

and planning, programing, and budgeting actions pertaining to changes in resource levels.



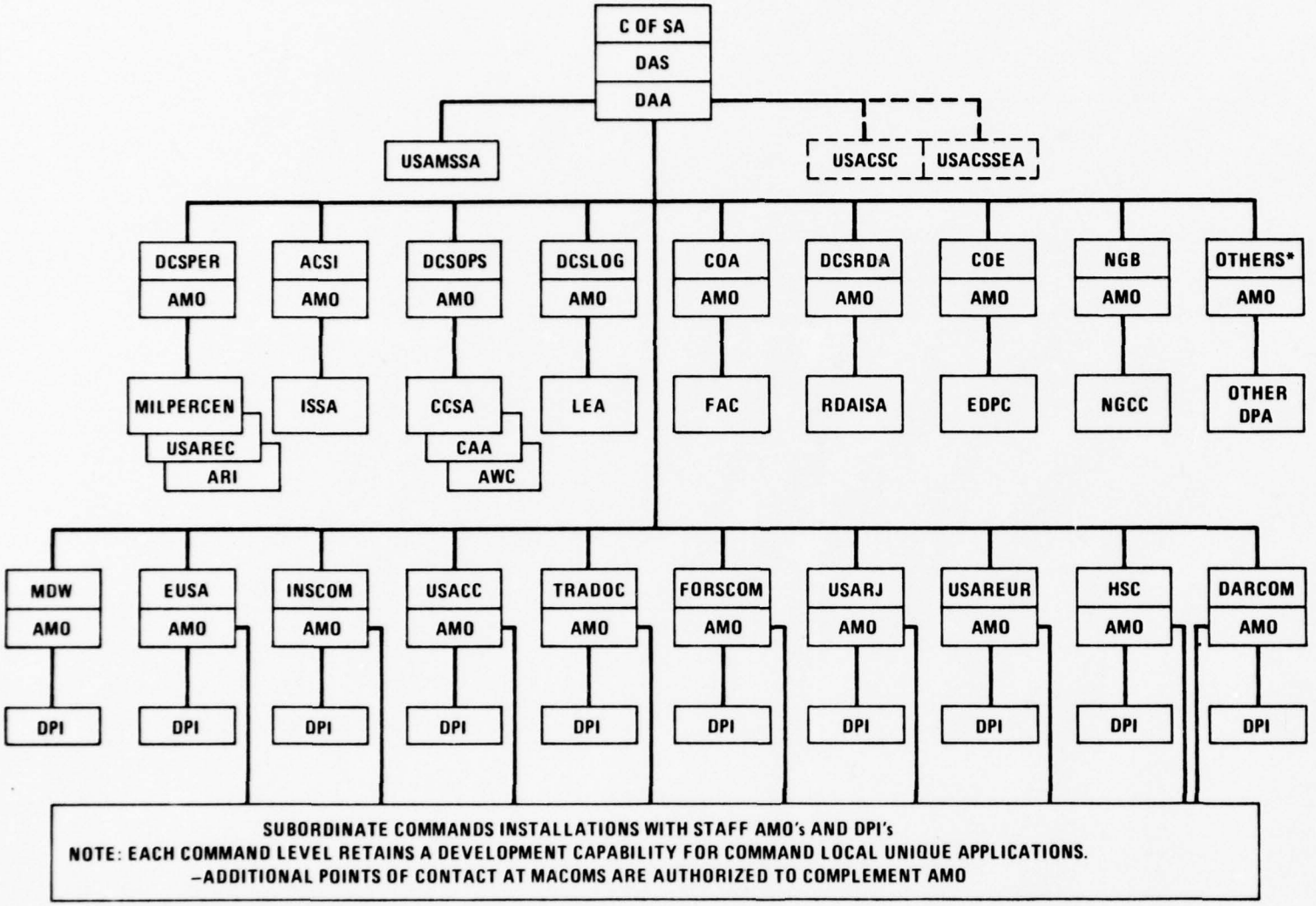
Incl 1

AUTOMATION FUNCTIONS

ISO/MISO FUNCTION (AR 18-1)	AUTOMATION[1] MANAGEMENT OFFICE (AMO) FUNCTION	HQDA STAFF	MACOM	SUB-COMMAND	INSTALLATION
1. Manages or coordinates all matters pertaining to Management Information Systems (MIS) and ADP resources.	1. Manages or coordinates all matters pertaining to all Army automation.	X			
2. Establishes agency/command MIS goals and objectives.	2. Establishes agency/command automation goals and objectives.	X			
3. Develops agency/command portion of the AMIS Master Plan.	3. Develops agency/command portion of the Army Automation Master Plan.	X	TO BE DETERMINED	TO BE DETERMINED	TO BE DETERMINED
4. Establishes priority of MIS/ADP requirements within their agency/command.	4. Establishes priority of automation requirements within their agency/command.	X			
5. Exercises life cycle management for all MIS systems within the agency/command.	5. Exercises automation life cycle management responsibilities within the agency/command. (Note: Function includes the transfer of broader approval authorities for "systems life cycle documentation" and "requests for ADPE and ADP services" from HQDA MISD to HQDA staff agencies).	X			
6. Ensures compliance with MIS/ADP policies and procedures.	6. Ensures compliance with automation policies and procedures.	X			
7. Establishes and provides to higher HQs and agency/command MIS/ADP program and budget requirements.	7. Establishes and provides to higher headquarters the agency/command automation program and budget requirements.	X			
8. Monitors MIS/ADP resource expenditures.	8. Monitors automation resource expenditures.	X			
9. Monitors the operations and conducts management reviews of assigned Data Processing Installations (DPIs).	9. No change.	X			
10. Develops, tests, and updates the ADP portion of the Continuity of Operations Plan (COOP).	10. No change.	X			
11. Manages the utilization and acquisition of data processing equipment.	11. No change.	X			
12. Manages the agency/command ADP civilian career program.	12. No change.	X[2]			

[1] Automation as defined in Part I of DAA Study.
[2] HQDA DAA and DCSPER responsible for overall ADP Civilian Career Program.

PROPOSED DA ORGANIZATION ALIGNMENT FOR AUTOMATION



*CAR, JAG, TAG, TSG, TIG, C, CHAP

III. IMPLEMENTING DOCUMENTS

Attached are draft documents to initially implement the central management of Army automation.

CSR 10-_____, Organization and Functions, Director of Army Automation, presents the mission, functions, and concept of operations for the DAA.

CSR 15-_____, Boards, Commissions, and Committees, Army Automation Steering Committee, establishes a high level forum to discuss and arbitrate Army automation matters.

CSM_____, Automation Management Study, lists tasks necessary to implement the DAA concept and assigns responsibilities to Army Staff agencies and elements.

CSR 10-

CHIEF OF STAFF REGULATION)
NO. 10-)

DEPARTMENT OF ARMY
OFFICE OF THE CHIEF OF STAFF
Washington, D.C.,

ORGANIZATION AND FUNCTIONS

Director of Army Automation

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1. PURPOSE. This regulation supplements AR 10-5 and CSR 10-10 by prescribing the mission, principal functions, and concept of operations for the Director of Army Automation (DAA), Office of the Chief of Staff, Army.

2. BACKGROUND. The DAA is the Army Staff element with the authority and responsibility for integrating Army automation policy, plans, and broad resource management responsibilities. The DAA replaces Management Information Systems Directorate (MISD) as an organizational element in OCSA.

3. DEFINITIONS.

a. Army Automation. Army automation encompasses computer resources that are developed, operated, managed, or supported by Army elements regardless of design, application, capacity, configuration, cost, functional or organizational proponent, user, or source of funding. Computer resources include the totality of computer equipment, computer programs, computer data, technical and functional documentation, and associated contractual services and arrangements, personnel, supplies, facilities, and funds. Automated systems (systems using computer resources) are classified into several categories as follows:

(1) Automated systems whose primary purpose is to process data or information in support of management or mission functions and generally characterized by fixed base, general purpose, commercially available equipment. Specifically:

(a) Strategic command, control, communications, and intelligence systems.

(b) Management information, business, and office systems.

(c) Scientific and engineering, modeling, simulation, process control, test equipment, and security and surveillance systems.

(d) Computer aided instruction systems.

(2) Automated systems which are configured for operations in special environments, e.g., Corps area. These systems can use general purpose or "designed to military specifications" equipment and software and are transportable.

(a) Tactical command, control, communications, intelligence, security and surveillance systems.

(b) Tactical management, personnel, and logistics systems.

(3) Combat weapons systems which have embedded computers. This category includes the test equipment and training devices designed especially for use with a weapons system and embedded microprocessors used for control functions.

b. Functional Proponent. The HQDA Staff agency responsible for the functional area in which automation is used, to include automation in support of the function performed.

c. Computer. A device capable of accepting and storing data or elements of information, executing a systematic sequence of logic operations on that data or information through a stored program (software or firmware), and producing control or information outputs.

4. MISSION. To manage Army automation by establishing automation policy; developing comprehensive, integrated automation plans; exercising broad resource management responsibilities; and evaluating the execution of plans and programs to employ automation technology within the Army.

5. PRINCIPAL FUNCTIONS.

a. Is principal advisor to CSA and VCSA on all matters pertaining to automation.

b. Serves as:

(1) Principal Army automation focal point.

(2) Chairman of the Army Automation Steering Committee (AASC).

(3) A full-time voting member of the Program Guidance Review Committee (PGRC) and Budget Review Committee (BRC).

(4) A special member of the Research Development and Acquisition Committee (RDAC) and Army Systems Acquisition Review Council/In Process Review (ASARC/IPR) when Army automation issues are involved.

(5) A member of the Army Staff Council, Strategy and Planning Committee, and boards and committees which have an impact on automation, e.g., the Electronic Warfare Board.

(6) A member of the Army Command and Control Steering Committee.

(7) Proponent for regulations governing automation policies and procedures.

(8) The policy developer for the Automation Management Office (AMO) structure and functions.

(9) Technical advisor to the DCSPER for the ADP officer specialty career field, the civilian ADP career program, and warrant officer and enlisted ADP-related MOSs.

(10) Head of Procuring Activity for USACSSEA.

c. Formulates and disseminates broad automation policy based on overall Army policies and goals as well as policy established by external organizations.

d. Develops a balanced plan for Army automation in conjunction with functional proponents.

e. As Functional Program Director for Army Automation, influences automation through the PPBS cycle by--

(1) Establishing automation goals and objectives consistent with the overall Army goals to provide a baseline for planning.

(2) Providing inputs to PA&ED, OCSA for the automation portion of the Army Planning and Programing Guidance Memorandum (APPGM) in coordination with appropriation, program, and program element directors.

(3) Assisting functional proponents in preparing plans and programs in response to the automation portion of the APPGM.

(4) Reviewing and evaluating Program Objective Memorandum (POM) submissions related to automation to identify gaps in plans and programs, isolate competing or duplicative efforts, recommend action to reallocate resources in coordination with functional proponents and appropriation directors, and assure that systems planning is integrated where appropriate.

(5) Providing automation budget requirements and guidance to appropriation and Five Year Defense Program (FYDP) program directors and monitoring automation resource expenditures.

(6) Preparing "memorandum" POMs and budgets.

f. Reviews and makes recommendations to the ASA(FM) regarding approval and disapproval of selected life cycle management documents and computer resource acquisitions at threshold levels geared towards OSA or OSD requirements.

g. Monitors and evaluates selected programs and systems as required.

h. Reviews selected computer resource procurements Army-wide for compliance with applicable regulations.

i. Monitors and ensures that action is taken on automation related findings and recommendations noted by GAO, AAA, and IG reports. Provides information to AAA and TIG on automation matters to inspect or review.

j. Assigns, as necessary, executive agents for development of systems which overlap requirements of more than one proponent.

k. Ensures:

(1) Compliance with established objectives, policies, and procedures through Automation Appraisals.

(2) The development and publication of automation standards for automated systems, e.g., software, documentation, data elements and codes, and programing languages.

(3) That data communications requirements have been fully identified by the functional proponent and that communications and computer plans are appropriately integrated.

l. Maintains liaison with the computer industry, academia, and other government agencies to anticipate trends and technological developments and assess probable impact on Army policies and plans.

m. Exercises supervision and control over USAMSSA, USACSSEA, and USACSC.

6. CONCEPT OF OPERATIONS. As the central manager for Army automation, the DAA serves as the focal point for contact with external agencies regarding automation as well as the authority for integrating automation activities internal to the Army. The concept of operations is as follows:

a. The DAA interacts with organizations which formulate automation policy affecting the Army. These organizations include Congress, GAO, GSA, OMB, OSD, JCS, and OSA. Army guidance and actions required by external policy will be determined by the DAA.

b. The DAA works through and with the Army Staff, MACOMs, and other Army elements with automation responsibilities to assure comprehensive automation planning and integrated, cost-effective use of automation technology in support of Army Staff and field elements. The DAA publishes policies, procedures, and guidance within which functional proponents and MACOMs accomplish their automation responsibilities. To the maximum extent practical, requirements validation, systems development, and life cycle management of Army automation will be decentralized to the functional proponents and MACOMs. The DAA focuses on macro automation issues affecting the Army's posture in all functional areas and maintains continual contact with the functional proponents to ensure an integrated overall Army automation program. The DAA is extensively involved in the early stages of automated

systems approval and development to assure adequacy of automation planning and consistency with automation objectives and overall automation efforts. Involvement in remaining development and life cycle management stages will normally be limited. The DAA supports proponents by--

(1) Providing advice and assistance in systems planning, policy interpretation, and life cycle management responsibilities.

(2) Assisting in early identification of potential problems and their timely resolution.

(3) Planning jointly for systems upgrade, replacement, elimination, and/or integration.

(4) Assuring coordinated planning of automation programs or systems that cross functional areas.

c. Functional proponents serve as systems managers for automation in the functional areas for which they have staff responsibility. The proponents--

(1) Validate automation requirements in their functional area for Army Staff and field elements when Army Staff, OSA, or OSD approval is required.

(2) Coordinate functional automation activities with the DAA.

(3) Manage the automation program for their functional areas based on guidance from the DAA, emphasizing standard Army systems which are functionally integrated at all command levels.

(4) Perform life cycle management responsibilities within their functional areas and in conjunction with supporting design agencies.

(5) Plan, program, and budget for automation in conjunction with design and development agencies, e.g., USACSC; PM, ARTADS.

(6) Function as executive agent for development of automated systems or capabilities in support of multiple proponents as tasked by the DAA.

(7) Process requests from field agencies to commit resources to automation when HQDA approval is required. The proponent is authorized to approve or disapprove requests to commit resources in support of its established programs within Army Staff approval thresholds. When OSA or OSD approval is required or when the request is for a requirement that is not identified as part of an approved program, the proponent will make approval or disapproval recommendations to the DAA.

(8) Prepare functional automation plans in accordance with functional requirements and DAA guidance.

d. The DAA formulates overall Army automation policies based on internal and external requirements. Automation policy applies Army-wide. "Pure" automation guidance from external organizations is translated into Army policy and plans by the DAA. Automation guidance that is integral to functional policy received by a proponent from a counterpart in an external agency is evaluated by the functional proponent who advises the DAA of the content and expected impact. The DAA either integrates such guidance into Army policy or, if there is an adverse impact, supports the functional proponent in negotiations with the external agency to resolve differences. The DAA is the Army Staff element authorized to approve or disapprove exceptions to automation policy.

e. The DAA directs Army automation efforts by establishing automation objectives in consonance with overall Army goals. This forms the baseline for developing an integrated Army automation plan. Elements of the plan are developed predominantly by the functional proponents who relate DAA guidance and automation objectives to their functional requirements. In the planning area, the DAA—

(1) Integrates the proponents' plans into an overall Army automation plan which emphasizes appropriate systems utilization in both the functional and command structures.

(2) Reviews Army automation plans and programs with the proponents and MACOMs (e.g., for major defense systems, ODCSOPS, ODCSRDA, TRADOC, DARCOM) to identify gaps, shortfalls, duplicative efforts, and policy deviations and initiates corrective actions.

(3) Prepares and publishes a plan for automation that will serve as a guide for action and decisions regarding priorities, resource allocations, and systems integration.

(4) Through the Army Automation Steering Committee (AASC), tasks proponents to participate in studies and analyses to resolve automation issues.

f. As Functional Program Director for Army Automation, the DAA is involved in all phases of the Army PPBS cycle. Since automation resources exist in several appropriations and FYDP programs, the DAA maintains close coordination with appropriation, major program, and selected program element directors as well as functional proponents. To influence the overall automation program, the DAA conducts planning activities cited above and takes the specific actions indicated in the Appendix titled "DAA PPBS-Related Actions."

g. To provide a disciplined, structured approach to decentralized automation management, the DAA publishes policy concerning AMO functions and responsibilities throughout the Army. Structure and organizational placement of the AMO (and other automation focal points that may be established in field commands) will be determined by the Staff agency or field command concerned. Performance of AMO functions is monitored through established audit, inspection, and management review procedures.

7. RELATIONSHIPS. The DAA is a staff element of OCSA and is under the supervision of the Director of the Army Staff. The DAA--

a. Maintains supervision and control over USAMSSA, USACSSEA, and USACSC. Automation design or development centers which are SSAs or FOAs of Staff agencies, which operate under guidance promulgated by the DAA will remain under the command and operational control of their parent organization. Future decisions made concerning the field organizations necessary to support the DAA may alter these relationships.

b. Communicates directly with HQDA Staff agencies and field commands on matters relating to Army automation.

(DAA, OCSA)

BY DIRECTION OF THE CHIEF OF STAFF:

WILLIAM B. FULTON
Lieutenant General, GS
Director of the Army Staff

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APPENDIX

DAA PPBS - Related Actions

Influence Point	Timeframe	DAA Actions
a. Preliminary Army Planning and Programing Guidance Memorandum (PAPPGM).	September/October	o Prepares input for automation guidance for submission to PA&ED.
b. Army Materiel Plan (AMP) Reviews.	December	o Statement of automation materiel requirements in a pre-RDAC environment.
c. Army Planning and Programing Guidance Memorandum (APPGM).	February	o Refinement of guidance in PAPPGM. o Continuous dialogue with functional proponents concerning their automation requirements. o Interaction with PA&ED, OCSA, to lock in overall automation requirements with allocated OSD resources.
d. Interaction with appropriation directors.	March/April	o Assists functional proponents in obtaining resources for automation within overall DA automation guidance.
o Research, Development, and Acquisition Committee (RDAC).		o Participates in RDAC deliberations to ensure best allocation of resources for automation.
o DOMA Internal Review.		
o PGRC/SELCOM Review.		
e. Pre-POM, POM.	April/May	o Reviews automation portions of proponent POM submissions to ensure conformance with guidance and resolution of potential systems conflicts, gaps, or duplication of effort.

Influence Point	Timeframe	DAA Actions
		o Convenes AASC to resolve automation program problems. Presents alternatives to PGRC as required.
		o Prepares "memorandum" POM for Army automation.
f. OSD Issue Cycle	Summer	o Reviews issue papers with functional proponents for automation impacts and conducts further dialogue with external decisionmakers.
g. Program Decision Memorandum (PDM) and amended PDM.	August	o Highlights and recommends automation issues to CSA and SA.
h. Budget development.	August/September	o Formulates the automation annex to Army budget (memorandum budget).
		o Rejustifies and redefends resources.
		o Competes for additional resources made available by OSD.
		o Through the AASC, determines distribution of program/budget reductions in conjunction with COA.
		o Through the AASC, establishes automation fund levels to be held in reserve for release during budget execution in conjunction with COA.

Influence Point	Timeframe	DAA Actions
i. OSD/OMB budget reviews.	October/November	o In coordination with appropriation and major program directors, supports automation requirements and requests the requisite resources. o Recommends action to COA as required to reprogram automation resources among the functional proponents through interaction with functional proponents and appropriation directors. o Prioritizes through the AASC and defends requests for resources to satisfy unfunded automation requirements.
j. ASARC/DSARC Gongressional testimony	Year-round	o Assists functional proponents with automation presentations before committees. o Ensures automation resources are accurately programed.

CSR 15-

CHIEF OF STAFF REGULATION)
NO. 15-)

DEPARTMENT OF THE ARMY
OFFICE OF THE CHIEF OF STAFF
Washington, D.C.,

BOARDS, COMMISSIONS, AND COMMITTEES

Army Automation Steering Committee

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1. PURPOSE. The Army Automation Steering Committee (AASC) is a subordinate committee of the Select Committee (SELCOM) which considers and arbitrates Army automation matters. By illuminating automation policy, plans, and resources, the AASC ensures that critical automation issues, high cost systems, and interoperability (functional and technical) requirements and dilemmas are brought to staff attention for review and decision.

2. COMPOSITION.

a. The voting membership of the AASC will consist of the Director, Army Automation (DAA), OCSA (chairman); Director, Program Analysis and Evaluation, OCSA; Director of Management, OCSA; a general officer representative from each of the following Staff agencies: OACSI, ODCSOPS, ODCSRDA, ODCSLOG, ODCSPER, OCA, OCAR, and NGB.

b. The following Staff agencies will provide voting members when the committee considers issues in their specific areas of interest:

(1) Office of The Surgeon General.

(2) Office of The Judge Advocate General.

(3) Office of the Chief of Engineers.

(4) The Adjutant General

c. Representatives of other Army elements/activities may be invited by the chairman when the committee considers matters in their specific area of interest.

d. The chairman will designate a nonvoting secretary.

e. The head of each Staff agency represented will appoint an alternative member to act in the absence of the principal member and to serve as the staff point of contact.

3. FUNCTIONS. The committee will--

a. Consider automation issues, ensure that systems and development efforts which cross functional or technical lines are appropriately integrated, and arbitrate Staff disagreements on automation.

b. Make recommendations on resource allocation to the PGRC, RDAC, and BRC.

c. Review other Army automation matters referred by the Chief of Staff and Army Staff agencies. MACOMs may refer automation matters to the AASC under the sponsorship of the appropriate Army Staff agency.

d. Disapprove programs that are not in consonance with Army automation objectives.

4. AUTHORITY. The chairman is authorized to form ad hoc groups to look into troublesome areas as required and to task Army Staff agencies and MACOMs to provide appropriate information.

5. ADMINISTRATIVE PROCEDURES.

a. Changes in representatives to the committee will be reported to the secretary who will periodically issue a directory listing principal members, alternates, and points of contact.

b. The committee will meet at the call of the chairman.

c. Committee meetings may be in either open or executive session as required by the scope and nature of the subject matter. When in open session, each principal member normally will be accompanied by not more than two additional personnel. Attendance at executive sessions will normally be restricted to principal members or their designated alternates and not more than one additional person.

6. SUPPORT. The Director, Army Automation is responsible for analytical and administrative support to the committee.

7. CORRESPONDENCE. All communications to the committee will be addressed to the Chairman, Army Automation Steering Committee, Office of the Chief of Staff, U.S. Army, Washington, D.C. 20310.

(DAA, OCSA)

BY DIRECTION OF THE CHIEF OF STAFF:

WILLIAM B. FULTON
Lieutentant General, GS
Director of the Army Staff

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CHIEF OF STAFF

Memorandum

U. S. ARMY

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CSM 77-5

DATE

FILE

ACTION OFFICER/EXT

SUBJECT: Automation Management Study

MEMORANDUM FOR: HEADS OF ARMY STAFF AGENCIES

1. PURPOSE. This memorandum assigns responsibilities for implementing the Director of Army Automation (DAA) concept (inclosure 1).

2. REFERENCES.

a. CSM 76-5-45, dated 19 August 1976, subject: Automation Management Study.

b. Management Directorate, OCSA Automation Management Study (Director of Army Automation), dated 25 February 1977.

3. BACKGROUND.

a. In accordance with the referenced CSM, Management Directorate (MD), Office of the Chief of Staff, Army, conducted a study of automation management.

b. The objective of the MD study was to develop the charter and implementing documents for the central manager of Army automation, the Director of Army Automation, as an organizational element of OCSA.

c. Although the study focused mainly on the Army Staff management structure for automation, selected senior managers from the systems development community were interviewed.

d. The DAA charter and implementing documents define the scope, functions, and management concepts for the DAA. Initial organizational effects in SSAs, FOAs, and MACOMs are addressed in inclosure 1, taskings 2a, 2c, and 2e.

4. STUDY REPORT. The report consists of three sections:

a. Introduction. Definitions, problem, background, study methodology, and findings.

b. Charter. Mission, functions, operations, and management concepts.

c. Implementing documents. CSR 10-____, Director of Army Automation; CSR 15-____, Army Automation Steering Committee; and this CSM.

DAS FORM 62, 1 MAR 66

SUBJECT: Automation Management Study

5. RESPONSIBILITIES.

a. Director of Army Automation will provide to the DAS the proposed DAA TDA (Tasking 1) and a Master Action Plan (including at a minimum taskings 2a - 2h) within 30 days of the date of this CSM.

b. ODCSOPS will provide to the Director of Management, OCSA, the proposed command and control charter (Tasking 3) within 30 days of the date of this CSM.

c. Director of the Army Staff, OCSA, will--

(1) Monitor the implementation of the study.

(2) Advise the VCSA on the status of the implementation.

BY DIRECTION OF THE CHIEF OF STAFF:

1 Incl
as

WILLIAM B. FULTON
Lieutenant General, GS
Director of the Army Staff

IMPLEMENTING TASKINGS

TASKINGS	RESPONSIBLE AGENCY	COORDINATING AGENCIES	IMPLEMENTING ACTIONS
1. Develop the organization to support the DAA, OCSA.	DAA, OCSA	MD, OCSA MDW-CPD ODCSPER	a. Prepare a new TDA for approval reflecting the new organization, functions, and responsibilities. b. MD, OCSA issue vouchers for Army Staff spaces. c. Based upon approved TDA: (1) MDW-CPD approve civilian job descriptions, establish grade structure, and complete appropriate action to fill spaces. (2) MILPERCEN assign military manpower as appropriate.
2. Develop a time phased Master Action Plan to include the following taskings:			
a. Decentralize current operational functions from MISD, OCSA.	DAA, OCSA	Army Staff USACSSEA	(1) Transfer authority and responsibility to review and approve life cycle management documents and equipment/software acquisition requests currently assigned to MISD, OCSA, by AR 18-1 to the Army Staff functional proponents.

TASKINGS	RESPONSIBLE AGENCY	COORDINATING AGENCIES	IMPLEMENTING ACTIONS
			(2) In conjunction with expanded functional proponent responsibility. (a) Develop procedures for functional proponents to obtain technical support (e.g., equipment evaluation) from the central selection and acquisition organization (i.e., USACSSEA). (b) Develop procedures for DAA and functional proponents to jointly review and approve acquisition actions and life cycle management documents currently within MACOM approval thresholds when deemed necessary to assure consistency between field automation actions and HQDA functional policy, e.g., Class C MIS. (3) Determine the organizational placement and resource implications associated with the following functions: (a) Reports control, AR 335 series. (b) ADPE analysis and reutilization planning. (c) DPI management reviews. (d) Others that may be identified.

TASKINGS	RESPONSIBLE AGENCY	COORDINATING AGENCIES	IMPLEMENTING ACTIONS
b. Revise Army regulations to reflect the organizational role and responsibilities of the DAA.	Proponent Agency	Army Staff	Incorporate appropriate changes to the following regulations (not inclusive): (1) AR 10-5, Organization & Functions, DA Staff (2) CSR 11-1, PPBS (3) CSR 11-5, FYDP Major Program and Program Element Directors (4) CSR 10-10, Organization & Functions, OCSA (5) AR 18-1, MIS, Policy, Objectives, Procedures, Responsibilities (6) AR 1000-1, Basic Policies for Systems Acquisition by DA (7) CSR 15-17, Select Committee (8) CSR 15-22, Program Guidance & Review Committee (9) CSR 15-23, Budget Review Committee (10) CSR 15-3, Research, Development, and Acquisition Committee (DCSRDA) (11) CSR 15-7, General Staff Council, OCSA
c. Determine field reorganizations necessary to better manage Army automation.	Director of the Army Staff will direct completion of this task.	Army Staff SSAs FOAs MACOMs	(1) Near Term: Study the feasibility of consolidating USACSC and USACSSEA. (2) Long Term: Evaluate design, development, and maintenance agencies involved with computer aspects of automated systems to eliminate unnecessary fragmentation/ duplication, achieve economies of resources, and accelerate the fielding of automated systems.

TASKINGS	RESPONSIBLE AGENCY	COORDINATING AGENCIES	IMPLEMENTING ACTIONS
d. Establish procedures to manage automation resources.	DAA, OCSA	Army Staff Appropriation, Program, and Program Element Directors OSD Resource managers	(1) Precisely identify automation resources by appropriation, program element, and sub-program. (2) Develop a plan to phase the DAA into the PPBS cycle.
e. Implement the substructure (echelons below OCSA) to support the DAA.	DAA, OCSA	Army Staff MACOMs	Using the concept paper Substructure to Support the DAA as a baseline: (1) Determine the precise organization and functions (to include the functions decentralized from MISD) of the Automation Management Offices (AMOs) at all echelons. (2) Identify and formalize relationships between the AMOs and the other automation elements in their organization (e.g., the relationship between the DARCOM AMO and other DARCOM automation centers). (3) Recommend staffing to support AMOs to MD, OCSA (Army Staff spaces) and to ODCSOPS (field spaces).

TASKINGS	RESPONSIBLE AGENCY	COORDINATING AGENCIES	IMPLEMENTING ACTIONS
f. Revise policy documents in consonance with the responsibilities of the DAA and the definition of Army automation.	DAA, OCSA	Army Staff	Streamline and harmonize procedures between, at a minimum, AR 18-1 and AR 1000-1 with the objective of expediting automated systems development and equipment acquisition.
g. Determine the correct Army Staff placement of the ADP security function.	DAA, OCSA in conjunction with OACSI	ODCSPER ODCSRDA	(1) Determine the functions involved. (2) Determine the placement of the function.
h. Automation Appraisals.	DAA, OCSA		Plan for and schedule a series of Automation Appraisals to begin in March 1977.
3. Develop a management coordinating structure for command and control functions.	ODCSOPS	Army Staff TRADOC DARCOM	Develop and staff a charter, recognizing the definition of Army automation and the role of the DAA.
4. Conduct a management survey of the DAA 12-18 months from its establishment.	MD, OCSA	TIG DAA, OCSA	a. Initiate survey. b. Complete survey. c. Make recommendations to the DAS.

GLOSSARY

Abbreviation/Acronym	Expansion
AASC	Army Automation Steering Committee
AC^2SC	Army Command and Control Steering Committee
ADP-MIS	Automation Data Processing - Management Information Systems
AIDS	Office of the Special Assistant to the Chief of Staff for Army Information and Data Systems
AMO	Automation Management Office
AMP	Army Materiel Plan
APPGM	Army Planning and Programing Guidance Memorandum
ASACAC	Army Security Agency Control and Analysis Center
ASARC	Army Systems Acquisition Review Council
ASC	Army Staff Council
ATACCOMAP	Army Tactical Command and Control Master Plan
BRC	Budget Review Committee
CAR	Corps Automation Requirements
CS3	Combat Service Support System
DAA	Director of Army Automation
DAS3	Decentralized Automated Service Support System
DOMA	Director Operations and Maintenance Army
DPI	Data Processing Installation
DSARC	Defense Systems Acquisition Review Council
FOA	Field Operating Agency
FYDP	Five Year Defense Program

Abbreviation/Acronym	Expansion
GAMO	Joint Interoperability of Tactical Command and Control Systems in Support of Ground and Amphibious Military Operations
GSA	General Services Administration
IPR	In Process Review
ISO	Information Systems Office
MIS	Management Information System
MISO	Management Information Systems Office
OBM	Office of Management and Budget
PAPPGM	Preliminary Army Planning and Programing Guidance Memorandum
PGRC	Program Guidance Review Committee
PDM	Program Decision Memorandum
POM	Program Objective Memorandum
PPBS	Planning, Program and Budgeting System
RDAC	Research, Development, and Acquisition Committee
SELCOM	Select Committee
SOMISS	Study of Management Information Systems Support
SPC	Strategy and Planning Committee
SSA	Staff Support Agency
TACMIS	Tactical Management Information Systems
TACFIRE	Tactical Automated Fire Direction System
TACS/TADS	Tactical Air Control System/Tactical Air Defense System
TAA	Tactical Automation Appraisal
TOS	Tactical Operations System
WWMCCS	World-wide Military Command and Control System